



# **PROGRAM MANAGER FOR AMMUNITION**

**MARINE CORPS SYSTEMS COMMAND**

**FISCAL YEAR 02  
GUIDING PRINCIPLES**

**for**

**Marine Corps Ground  
Ammunition**



# **PROGRAM MANAGER FOR AMMUNITION MARINE CORPS SYSTEMS COMMAND**

## **GUIDING PRINCIPLES FISCAL YEAR 02**

**I. INTRODUCTION.** On 1 October, 2000, the Program Manager for Ammunition, in conjunction with the senior staff members of the organization, established the first set of formalized, overarching, guiding principles for Fiscal Year '01. This document continues the ground ammunition roadmap while leveraging off the successes of FY01 and focusing on those goals unattained during the same time period. The Program Manager for Ammunition (PMAM), Marine Corps Systems Command, retains overarching responsibility for the Life Cycle Management of Marine Corps Class V(W). As such, the depth and breadth of this mission mandates a clear vision; a forward thinking document to map the internal direction of ground ammunition affairs. Similarly, it is essential to incorporate the myriad of internal Marine Corps, Department of Defense, and other agency concepts, policies and doctrine to ensure the future of ground ammunition accommodates the vision of our collective Leadership.

**“To provide limited research, development, acquisition, and life cycle management support for all conventional ground ammunition required by Marine Corps Forces to train for, and successfully conduct amphibious warfare and expeditionary force operations.”**

**“Total Life Cycle Management of Ammunition”**

These guiding principles serve to focus our future efforts in attempts to address critical issues facing the future of this commodity as well as to educate the reader on the state of Marine Corps Ground Ammunition.

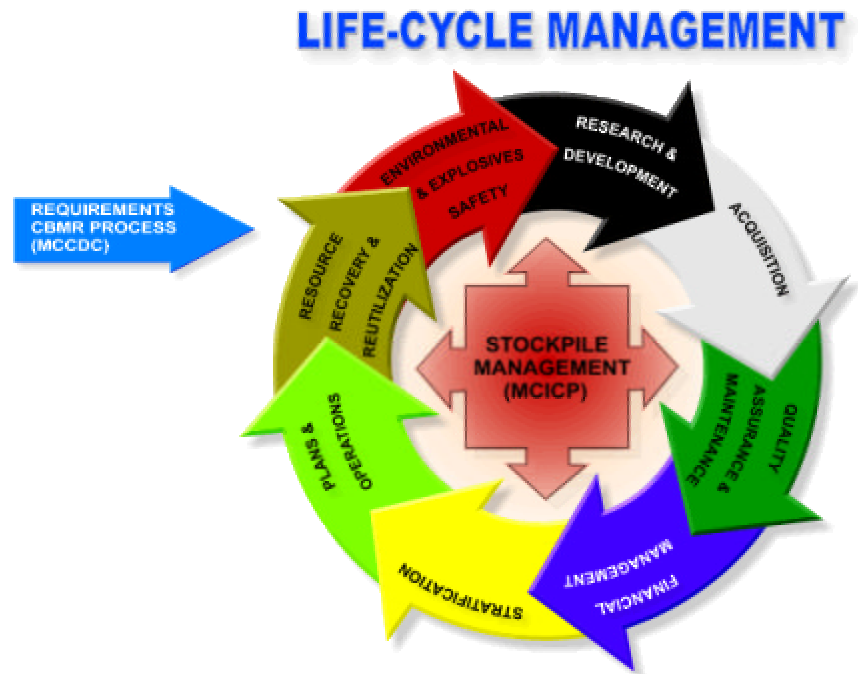
## **II. BACKGROUND.**

Marine Corps ammunition management has been subject to many changes over the past several decades. These changes continue from many angles. From the transition in the early '70s to automated accounting systems, management change of five Program Managers changes since 1990, four physical moves, and continued mission expansion have all served to mold PMAM in some fashion. Significant in the growth of PMAM was the alignment from HQMC, I&L (LMG) to that of the PMAM, Marine Corps Research, Development, and Acquisition Command (MCRDAC) in the late 1980's. Further re-designation in the mid-90s of MCRDAC to the Marine Corps Systems Command aligned PMAM in its current Command structure, as a stand-alone Program Office.

As with all the Corps', PMAM continued to adapt to the increasing demands of technology introduction, a greater demand on Marine Forces, and continuous refinement of operational and tactical policy. With each change came the internal assessment on how best to address assumption of new responsibility while shedding that which became obsolete. With the advancement into the year 2001 came the current organization with Life Cycle Management responsibilities of Marine Corps Ground Ammunition.

## FY02 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION

Significant impacts to PMAM, as with the Marine Corps in general, was the introduction of Near-Term Prepositioning Force (NTPF) and ultimate adoption of the Maritime Prepositioning Force concept. The '90s brought a major environmental influence into all DoD munitions management. For the first time ever, the advent of the Military Munitions Rule in 1997 singularly mandated management of munitions as waste material. Similarly, the proposed DoD Range Rule, concerns with the processing of Ammunition, Explosives, and Dangerous Articles (AEDA), numerous munitions related toxic reporting requirements will keep environmental concerns related to munitions management on the forefront of programmatic issues.



**FIGURE 1 – CLASS V(W) LCM**

The drive within DoD for better accuracy of the approximate \$85 billion dollar conventional ammunition stockpile resulted in pressure to field a joint ammunition accounting system, designated as the Joint Ammunition Management Accounting System (JAMSS). JAMSS however did not come to fruition and was terminated in FY01 by the DUSD(CIO). A continuing mission to facilitate the Services asset visibility as well as that of the CINCs was the need to feed the National Level Asset Capability (Joint Total Asset Visibility).

Of significant concern is the continued decline of the Marine Corps ground ammunition stockpile which was built up during the high investment years of the 1980's. FY02 will bring a new, revised MCCDC generated "War Reserve Munitions Requirement" (WRMR) study that has the potential to ripple throughout the USMC, fiscally and logistically.

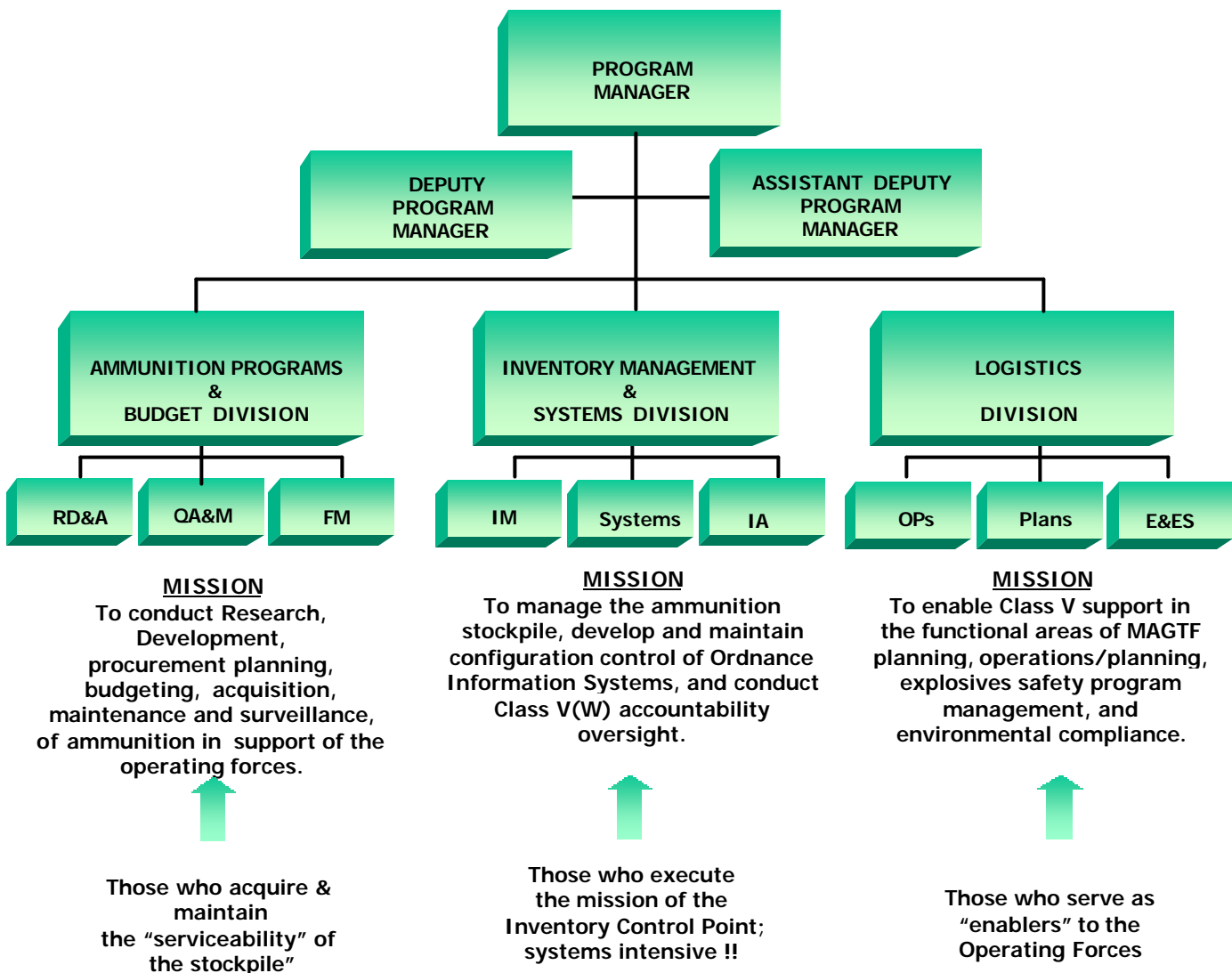
Changes from the last study of 1996 may be significant. Marine Corps training expenditures of live ammunition for FY02 approach \$240M. However, investment of procurement appropriations to support training will be far less. Historically, the delta in investment to support live fire training is made up by the expenditure of available inventory. At some point in the near future, the inability to "go to the well" to support training without jeopardizing operational readiness will be upon us. That time is close at hand. This will be the point that either investments in ground ammunition increase, training with live ammunition is impeded, or Marine Corps leadership assumes a level of acceptable risk by utilizing war reserve assets to support live fire training.

## FY02 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION

The introduction of new weapons systems that will ultimately coincide with convergence of stockpile depletion may further exacerbate the issue. The critical Advanced Amphibious Assault Vehicle (AAAV) will assuredly require a large portion of PMC for the vehicle to include an extensive investment of a new 30MM (and possibly 40MM) ammunition family to support the AAAV. The fairly recent fieldings of the JAVELIN, the Anti-Personnel Obstacle Breaching System (APOBS), and investments in the Family of Artillery Munitions (M795 Projectile, Modular Artillery Charge System (MACS), the Multi-Option Fuze-Artillery), “green ammo” and similar procurements continue to modernize the USMC Conventional Ground Ammunition Stockpile.

To understand these Guiding Principles, one must recognize the Life Cycle Management responsibilities of PMAM depicted at the previous page. .

Similarly, **FIGURE 2 – PMAM ORGANIZATION** below, depicts the structure of PMAM with each Division singularly responsible for a portion of the total mission. Collectively, the product of each division represents TOTAL OWNERSHIP of Marine Corps Ground Ammunition Efforts.



## FY02 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION

### III. MISSION.

The office of PMAM is part of a world class organization with the authority and responsibility for the life cycle management of Marine Corps ground ammunition to support the needs of the Marine Corps. As such, the PMAM mission is to provide limited research, development, acquisition, and life cycle management support for all conventional ground ammunition required by Marine Corps Forces to train for, and successfully conduct amphibious warfare and expeditionary force operations.

The Program Manager for Ammunition also has collateral duties of Occupational Field Sponsor for the ammunition field (MOS's 2311/2340).

This wide range of responsibilities under one Program Manager is unique in that it provides the Marine Corps with a single point of visibility to assess the quality, quantity, and the positioning of ammunition, and the ability of the occupational field to effect supply of that ammunition to Marine Forces.

Over the years, management of Marine Corps ground ammunition has become complex. Jointness is no longer a luxury, rather, it has become critical to leverage resources and achieve economies of scale in the \$800M annual DoD Conventional munition procurements albeit, jointness comes with unique challenges. Reliance on the U.S. Army's Operations Support Command for both procurement and wholesale common servicing functions of the bulk of the Marine Corps stockpile will most certainly remain pivotal to logistics support. Similarly, reliance on the Navy tidewaters for storage and loadout of Marine Corps LFORM is key in support of our Marine Forces ammunition requirements. External influence on Marine Corps ground ammunition policies and procedures is at an all time high. *This roadmap is designed for one reason.*

To ensure that PMAM addresses Marine Corps interests related to Class V(W) across the Department of Defense, today and for the future. In the process, we shall not forget what the final destination of our commodity is...the Marine sent into harms way. As such, PMAM is committed to their support. First and foremost, their safety thus, we will not compromise the quality of ammunition and explosives introduced into the Marine Corps inventory. The following goals were developed with the intent of facilitating the accomplishment of our mission..... support for Marine Forces.

***The wide range of responsibilities under one Program Manager is unique in that it provides the Marine Corps with a single point of visibility to assess the quality, quantity, and the positioning of ammunition, and the ability as the occupational field sponsor, to effect supply of that ammunition to Marine Forces.***

***"It is the Program Manager for Ammunition policy that ammunition and explosives introduced into the Marine Corps inventory will be first and foremost, a quality product. The safety of those who use ammunition within the Corps' will not be compromised."***

## FY02 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION

#### **IV. PM AMMUNITION – FY02 DIVISION GOALS.**

The following provides PMAM Ammunition Division goals for FY02 and out. Collectively, the culmination of these Division Goals represent the road ahead for Life Cycle Management of Marine Corps Ground Ammunition.

##### **A. INVENTORY MANAGEMENT and SYSTEMS DIVISION**

1. COMPLETE THE MODERNIZATION OF THE AMMUNITION BUDGET MANAGEMENT SYSTEM TO INCLUDE ENHANCEMENTS SUBJECT TO SCHEDULE AND COST AVAILABILITY (*SYSTEMS*).

2. PARTICIPATE IN THE BUSINESS PROCESS MODEL (BPM) REVIEWS FOR THE ORDNANCE INFORMATION SYSTEM (OIS) (*SYSTEMS, IA, IM*).

3. CONTINUE THE DEVELOPMENT OF THE KNOWLEDGE MANAGEMENT PORTAL ADDING NOT LESS THAN 15 DATA ELEMENTS. DEVELOP AND MAINTAIN A QUARTERLY METRIC MEASURING THE NUMBER OF VISITS AND OTHER PERTINENT DATA (*SYSTEMS*).

4. CONTINUE ENHANCEMENTS AND MAINTAINENCE OF THE PM'S WEB PAGE WORK WITH OTHER PMAM BRANCHES ENSURING THE PAGE IS USED AS A VENUE FOR PRESENTING INFORMATION BOTH INTERNALLY AND EXTERNALLY. STRIVE TO INCREASE THE NUMBER OF VISITS TO THE SITE 5% EACH QTR. DEVELOP AND MAINTAIN A QUARTERLY METRIC MEASURING THE NUMBER OF VISITS AND OTHER PERTINENT DATA (*SYSTEMS*).

5. FACILITATE THE TRANSITION FROM MAARS TO THE CONVENTIONAL AMMUNITION INTERGRATED MANAGEMENT SYSTEM OPEN SYSTEM ENVIROMENT (CAIMS-OSE) DURING 4<sup>TH</sup> QUARTER FY02 IN SUPPORT OF THE IM BRANCH (*SYSTEMS*).

6. IMPLEMENT THE REVAMPED SERIALIZED REPORTING PROCEDURES WHERE APPLICABLE AND DEVELOP AND MAINTAIN A MONTHLY METRIC TO MEASURE THE EFFECTIVENESS OF THE PROCESS (*IM, IA and SYSTEMS*).

7. FINALIZE THE MPF TRANSACTION PROCESSING REFORMATION. MEASURE THE REFROMATION BY DEVELOPING AND MAINTAINING A METRIC FOR THIS EFFORT BY SHIP (*IM, IA and SYSTEMS*).

8. CONTINUALLY MONITOR TRANSACTION ERROR RATES ENSURING TRANSACTION PROCESSING ANOMOLIES ASSOCIATED TO SYSTEM ABNORMALITIES ARE REMEDIED WHEN APPROPRIATE AND MAINTAIN A JOINT MONTHLY METRIC FOR THIS EFFORT WITH IM (*IA, IM and SYSTEMS*).

## **FY02 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION**

9. CONTINUE TO SUPPORT DECISION SUPPORT TOOL DEVELOPMENT AS REQUIRED (*SYSTEMS*).

10. MONITOR THE NEWLY ESTABLISHED HELP DESK PROCESS. DEVELOP AND MAINTAIN A MONTHLY METRIC IDENTIFYING THE NUMBER, TYPE AND REQUESTOR OF ASSISTANCE REQUIRED. (*SYSTEMS*)

11. INCREASE THE NUMBER OF INTERCHANGEABLE DODICS SOURCED VICE THE PREFERRED TO SUPPORT FY02 TRAINING AND MAINTAIN A MONTHLY METRIC FOR THIS EFFORT (*IM*).

12. CONTINUE TO REDUCE THE NUMBER OF NSNs CATALOGUED FOR COG OT AND MAINTAIN A QUARTERLY METRIC FOR THIS EFFORT (*IM*).

13. CONTINUE TO REDUCE THE NUMBER OF LOT NUMBERS IN THE STOCKPILE AND MAINTAIN A QUARTERLY METRIC FOR THIS EFFORT (*IM*).

14. UTILIZE THE TRAINING AMMUNITION MANAGEMENT INFORMATION SYSTEM-REINVENTED (TAMIS-R) AND DEVELOP AND MAINTAIN A QUARTERLY METRIC TO MEASURE ITS EFFECT ON FORECASTING AND DOCUMENT PRIORITIES (*IM*).

15. ENSURE COLLABORATION AND COMPLIANCE WITH THE OPS BRANCH ON THE USE OF SECOND DESTINATION TRANSPORTATION (SDT) TRANSPORTATION ACCOUNT CODES (TAC) (*IM*).

16. CONTINUE TO MONITOR DATA ACCURACY OF ACCOUNTABLE RECORDS FOR CONDITION CODE, LOT NUMBER AND NSN ACCURACY. MAINTAIN A MONTHLY METRIC FOR THIS EFFORT (*IA*).

17. CONTINUE TO MONITOR INVENTORY ADJUSTMENT TRANSACTION PROCESSING IDENTIFYING THE NUMBER AND TYPE BY LOCATION. MAINTAIN A MONTHLY METRIC FOR THIS EFFORT (*IA*).

18. PARTICIPATE IN EXPLOSIVE SAFETY INSPECTIONS (ESIs) AS THE PROGRAM 15 LEAD. DEVELOP A REPOSITORY FOR PROGRAM 15 RESULTS AND CONDUCT A YEARLY ANALYSIS OF THIS DATA AND MAKE AN ANNUAL REPORT NLT 1 DEC WITH APPLICABLE OBSERVATIONS, COMMENTS AND RECOMMENDATIONS (*IA*).

19. CONDUCT TECH ASSISTS AS REQUESTED UTILIZING THE MOST APPROPRIATE METHOD FOR ITS CONDUCT. DEVELOP AND MAINTAIN A DATABASE OF SUPPORT REQUESTED AND ACTION TAKEN AND LEVEL OF SUPPORT PROVIDED. AFTER THE NEXT ESI FOR ACTIVITIES THAT HAD A TAV PERFORM AN ANALYSIS TO DETERMINE THE EFFECTIVENESS OF THE TAV. (*IA*).



## **FY02 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION**

20. UTILIZE METRICS ENSURING TIMELY UPDATE AND ANALYSIS OF EACH IS COMPLETED. THE ANALYSIS WILL INCLUDE OBSERVATIONS, COMMENTS AND RECOMMENDATIONS WITHIN 15 WORKING DAYS AFTER EACH METRIC IS UPDATED (*IA, Systems and IM*).

### **B. AMMUNITION PROGRAMS & BUDGET DIVISION**

21. SUCCESSFULLY GENERATE INITIATIVES WITHIN THE SBIR AND FCT ARENA. OBTAIN ONE FULLY FUNDED SBIR AND ONE FCT FOR FY02 (*RD&A*).

22. CONSOLIDATE WUA'S FOR FALLBROOK AND CRANE INTO A SINGLE WUA. ELIMINATE DUPLICATION AND GENERATE COST SAVINGS (*QAM*).

23. SUCCESSFULLY TRANSITION APOBS TO PMAM (*RD&A*).

24. COMPLETE FCT TESTING AND ASSESSMENT OF AND FIELD THE 40MM LCT AMMUNITION (*RD&A*).

25. COMPLETE 81MM IR PROGRAM (*RD&A*).

26. SUCCESSFULLY COMPETE FOR POM04 DOLLARS TO MEET AMMUNITION REQUIREMENTS (*Budget*).

27. COMPLETE INSENSITIVE MUNITIONS BASELINE ASSESSMENT OF USMC CLASS V(W) INVENTORY (*RD&A*).

28. ESTABLISH BASELINE FOR ABMS AND BEGIN EFFORT TO IMPROVE THIS APPLICATION IN COORDINATION WITH IM&S DIVISION (*RD&A*).

29. BEGIN CONSOLIDATION OF ALL AMMUNITION PROCUREMENT ACTIVITIES AT MCSC (*Division Head*).

30. WORK TO RECRAFT RAM-QS TO ADDRESS PREDICTIVE SERVICE LIFE (*QAM*).

31. WORK TO CONTINUE GOOD OBLIGATION RATES OF ALL FUNDS AND IMPROVE TRACEABILITY OF FUNDS (*Budget*).



## **FY02 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION**

### **C. LOGISTICS DIVISION**

32. TAC FUNDING AND INCREASE ALLOCATION (FROM 4.6 TO 7 M\$/YEAR  
(OPS).

33. NALMEB SUPPORT (OPS).

34. TESTING AMMUNITION IDENTIFICATION (OPS).

35. CODIFY AND STREAMLINE SPECIAL ALLOWANCE PROCEDURES (OPS).

36. AMMO CONFERENCE (OPS).

37. MOVE TO HOSPITAL POINT (OPS).

38. COMPLETE LOGISTICS POLICIES AND PROCEDURES MANUAL BY WAY  
OF A CLASS V(W) PLANNING CONFERENCE AT THE SMCA (OPS).

39. WAR RESERVE. ENSURE THE CBMR IS COMPLETE, FORCE  
REQUIREMENTS ARE DETERMINED, AND THAT APPROPRIATE POLICY IS  
ESTABLISHED FOR WAR RESERVE MANAGEMENT AND EXECUTION (OPS).

40. SIPRNET CAPABILITY/SECURE SITE. ENSURE WE OBTAIN SIPRNET  
CAPABILITY AND A SECURE SITE TO FACILITATE ALL ASPECTS OF PLANNING (OPS).

41. MR IMPLEMENTATION POLICY TO DOD DIRECTIVE VIA OEESCM (ENV).

42. DEMIL/DISPOSITION PLANS REQUIREMENTS FOR AMMO INTO  
ACQUISITION (40MM LCTA, FLOATING SMOKE POTS, NON-LETHAL) (ENV).

43. FMF SUPPORT: DDA, MR TRAINING, COMPLIANCE EVALUATIONS (ENV).

44. BLOUNT ISLAND SITE APPROVAL (REMOVAL OF DON SEC. CERT  
(EXPSAFETY).

45. COMPLETION OF MCO P8020.10A AND MCO 8023 (EXPSAFETY).

46. ESTABLISHING ELECTRONIC SITE APPROVAL PROCESS (EXPSAFETY).

47. UPDATING MARINE CORPS EXPLOSIVES SAFETY COURSE (EXPSAFETY).

## FY02 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION

### V. PROGRAM MANAGER FOR AMMUNITION SUMMARY.

The independent Division goals outlined in the previous sections will serve collectively to focus the Program Manager and senior staff's efforts, influence, and resources for Fiscal Year 02 and beyond. Tools to measure success are in place and achievements will be measured as we close out the fiscal year.

***“To be the singular voice across the entire spectrum of ground ammunition management within the U.S. Marine Corps.”***

FY02 will be a year of transition and change for the Program Manager for Ammunition. The movement of the PM office to Hospital Pointe and the Marine Corps Acquisition Center of Excellence will be pivotal in enhancing support of Class V (W) to the Marine Forces. Although PM Ammunition provides critical support in the area of Ground Munitions to the Marine Corps, the mission in Total Life Cycle Support for this commodity will remain distinct within the Marine Corps Systems Command. The introduction of ammunition and explosives into the inventory and management of all facets thereafter compel this office to partner across DOD in arenas other than acquisition. As the Inventory Control Point for Class V(W), global positioning of assets and Operational Planning Support for the Marine Forces draws the PM Ammunition staff into perpetual Integrated Product Teaming with our Headquarters and DoD, due to the increasing efforts in “joint-ness” within DoD. The responsibility of all explosives safety for the Marine Corps has migrated into both explosives and environmental concerns as environmental issues continue to creep into munitions management.

FY02 will no doubt introduce new and complex management issues with this critical commodity. Of specific focus during FY02 is the planning and real world support for events subsequent to 11 September, 2001. Operation Enduring Freedom and the War on Terrorism will challenge the staff in the initial and sustaining support for Operating Forces worldwide. Key to FY02 will be the expansion and utility of PM Ammunitions' “Knowledge Management” initiative. As such, the development of a usable, consolidated repository of structured databases will accommodate the next level of communication amongst all stakeholders involved with the management of ammunition and explosives within the Marine Corps. Most importantly, this office will remain the Marine Corps' central repository for ammunition data and act as the singular point of contact for Marine Corps Ground Ammunition.

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ACQUISITION PROGRAMS  
and BUDGET DIVISION

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INVENTORY MANAGEMENT  
and SYSTEMS DIVISION

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LOGISTICS  
DIVISION

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DEPUTY PROGRAM MANAGER  
FOR AMMUNITION

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PROGRAM MANAGER  
FOR AMMUNITION

Signed 30 September, 2001